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RELATIONAL CAPITAL, ACCESS TO FINANCE AND BUSINESS GROWTH OF WOMEN-OWNED BAKERIES IN KAMPALA-UGANDA

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PLAN A

SEPTEMBER, 2021

DECLARATION

I, Alice Peter Zawadi declare that this dissertation is my own original work, and it has never been presented to any University or Institution for the award of any academic qualification.

Signature: ……………………………………… Date: 3/9/2021……………………………………..

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APPROVAL

This dissertation has been submitted for examination with our approval as University Supervisors.

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Supervisor

DEDICATION

This dissertation is dedicated to my Family especially my Mother (Godeliver Mulima) and my children Jeff Muhwezi & Asante Arianah.

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ABSTRACT

Empirical evidence has shown that relational capital and access to finance are major determinants of business growth. However, little is known about the effect of such variables on business growth of women owned enterprises in Uganda. This study attempts to fill this gap. Using primary data collected from a sample of 108 selected licensed women owned bakeries situated in Kampala, Uganda, the relationship between relational capital and business growth of women owned bakeries was studied. In addition, the effect of access to finance on business growth of the women owned bakeries was also investigated. Furthermore, the study also explored the mediating effect of access to finance in the relationship between relational capital and business growth of women owned bakeries. The study used the ordinary least squares model estimation technique to achieve the research objectives.

The findings indicated that relational capital through its measures of customer capital, supplier capital, and employee capital positively and significantly affect business growth. Specifically, and increase in customer relational capital increases business growth by 31 percent while an increase in supplier and employee relational capital increases business growth by 30 percent and 24 percent respectively. Regarding access to finance, the results revealed a negative and statistically significant relationship between cost of financing and business growth. The results indicate that an increase in the cost of finance reduces business growth by 27 percent. On the contrary, results indicated a positive and statistically significant relationship between the source of capital and business growth. An increase in the sources of capital by one unit increases business growth by 18 percent. Similarly, there is a positive and statistically significant relationship between possession of collateral requirement and business growth. An increase in collateral requirement owned by women in business increases business growth by 24 percent. The findings show no mediating role of access to finance in the relationship between relational capital and business growth. Overall, the findings suggest that women in business ought to implement strategies or measures geared towards improving relational capital while emphasizing the role of customer, supplier and employee relational capital. This implies that business relational capital in comparison to social relational capital is what matters most for women owned business growth. In reference to access to finance, the results imply that the cost of financing, collateral requirement and source of capital are key to growth of women owned businesses. These findings imply women should consider soliciting funds from cheaper sources if their businesses are to grow. Future studies may consider examining how relational capital and access to finance affects the survival of women owned businesses in Uganda.

CHAPTER ONE

INTRODUCTION

1.0 Background to the Study

Business growth plays a key role in improving a country's economic performance. Essentially, literature has continuously highlighted the role of business growth in providing employment opportunities, especially for the growing share of the non-agricultural labor force in Uganda (Farouk and Saleh, 2011; Ngek and Van Aardt Smit, 2013). In addition, businesses are major contributors to the country's gross domestic product. Ideally, business growth enables small businesses turn into larger firms able to achieve their full potential in contributing towards development.

In Uganda, there are a number of business ventures categorized under sectors of agriculture, manufacturing or services. However, of particular interest in this study are those businesses engaged in food processing activities which account for the largest proportion of enterprises in Uganda. The Census of Business Establishment (2011) indicated that in Kampala alone, there were 1,446 food processing businesses. More precisely in this study, the focus was put on women-owned businesses dealing in baking activities ranging from products like, bread, cakes, cookies, among others. Indeed, a report developed by UBOS (2013) highlights that the majority of such food processing business at 36 percent are owned by women.

However, most of the women owned bakery businesses start and remain operating on a small scale as compared to men owned businesses (Jiang et al., 2012; Tundui et al., 2014). Majority of these businesses fail to grow especially within their initial stages of operation with close to 80 percent of such women-owned businesses collapsing along the way before making it to their fifth year of existence. Key among challenges inhibiting growth of women owned businesses include factors such as; inadequate relational capital with most women owned businesses unable to attract large-scale customers and also challenges of accessing finance to boost business growth (Ahmad & Arif, 2015)

Notwithstanding, growth of any business depends on aspects such as their ability to mobilize business and social relational capital with key stakeholders and access to finance. Indeed, the higher the level of relational capital, the better planning, problem solving and troubleshooting all of which most likely increase business growth. Furthermore, the networks of employees, customers and suppliers can be used to better identify as well as satisfy customer needs. Failures in relational capital affects business growth and survival (Olawale and Garwe, 2010; Snehota, 2011).

On the other hand, access to finance by businesses is directly linked to business growth because financing involves ease with which businesses can get finance to undertake productive investments to expand their businesses. Access to finance is a vital factor which determines the survival and growth of businesses(Ahiawodzi and Adade, 2012; Cracknell, 2012).Existing evidence highlights gender gaps in access to finance where men are more likely to have sources of finance as compared to women. When compared to women, men are more likely to borrow and save to start, operate and expand businesses. Raising capital is more difficult for women-owned businesses because of factors such as lack of collateral (Boateng and Poku, 2019).From the foregoing, it is evident that relational capital and access to finance are essential for business growth of women owned bakeries. Despite these interventions by government and development partners, women owned businesses are still far from attaining desirable business growth. It is not also clear whether the beneficiaries from these interventions are mostly women owned businesses since available data is not gender based but rather generalized. Namatovu et al. (2011) posit that doing business for women in Uganda is still difficult because of recapitalization challenges and absence of dedicated supports to help businesses with growth potential to migrate to employer-businesses. Majority of women in business lack well established business and social relational capital with key agents and collateral security which is vital to access credit to capitalize their businesses. Other constraining factors limiting women access to finance include limited sources of capital yet the cost of financing is high. This eventually affects growth in market share, sales and assets.

Furthermore, insufficient nurturing of relationships by women in business and key stakeholders such as suppliers, employees, customers, competitors, communities and government is also responsible for their stagnated growth. This trend not only threatens the viability and sustainability of women owned bakeries but also their failure, necessitating a study to be carried out examine the effect of relational capital and access to finance on business growth of women owned bakeries in Kampala.

Uganda's SME sector is considered one of the key segments of the economy. According to the Global Entrepreneurship Monitor (GEM) (2016), with an entrepreneurship rate of 28%, Uganda is one of the most entrepreneurial country in the world and is home to 1,100,000 enterprises. SMEs play a critical role in Uganda's economy and make up 67% of Uganda's business sector (UIA, 2017). Similarly, GEM (2016) reported that Ugandan women are among the most entrepreneurial in the world with 90.5% of women borrowing and saving money to start a business. According to Namatovu et al. (2011), women entrepreneurship activity has been rising from 2003 to date. The MasterCard Index (2018) of Women's Entrepreneurship showed that 1 in 3 businesses or 33.8% of businesses in Uganda are women owned. This makes Uganda the top performing country in Africa in terms of women entrepreneurship. In this regard, the Government and non-state actors have through interventions, created opportunities that encourage women interested in starting up their own businesses. Such support to women includes; skills training, fostering self-help credit groups and female targeted national programmes (UWEAL, 2018).Previous studies have highlighted relational capital and access to finance as some of the factors associated with business growth (Ahmad & Arif, 2015). However, most of the studies have been conducted on businesses in developed economies and it is not clear whether these factors could explain the phenomena in developing countries like Uganda, hence a need for an investigation. Likewise, unlike this current study, most of these studies have not considered gendered factors affecting business growth, hence a need for an investigation.

1.1 Statement of the Problem

A large share of women in Uganda has opted for businesses in the food industry specifically those dealing in bakery activities. However, most of these businesses have failed to grow with majority of them collapsing before making it to their fifth year of existence(Jiang et al., 2012; Tundui et al., 2014; MIWE, 2018).There has been considerable effort from government and various development private sector partners to ensure growth and survival of women owned businesses through policies, strategies and interventions. However, these efforts have not yielded satisfactory results as growth of most women-owned businesses continues to remain stagnated and, in some cases, declining (MasterCard Survey, 2018). A number of factors responsible for failure of women owned business growth have been identified in literature. Key among these factors is the aspect of gender gaps in access to finance where women are more constrained as compared to men. The average access to finance by women continues to decline against decreasing capitalization and earnings affecting the business growth of such women owned enterprises. Unavailability of dependable capital sources, lack of collateral and high cost of financing contributed to the low women owned enterprise capitalization required for investment (Boateng and Poku, 2019). Declining capitalization due to credit inaccessibility and little or no business and social relationships affects the growth of women owned businesses.

1.2 Purpose of the Study

The study sought to examine the relationship between relational capital, access to finance and business growth of women owned bakeries in Uganda.

1.3 Objectives of the Study

i) To examine the relationship between relational capital and business growth of women owned bakeries.

ii) To establish the relationship between access to finance and business growth of women owned bakeries.

iii) To examine the mediating role of access to finance in the relationship between relational capital and business growth of women owned bakeries.

1.4 Research Questions

i) What is the relationship between relational capital and business growth of women owned bakeries?

ii) What is the relationship between access to finance and business growth of women owned bakeries?

iii) What is the mediating role of access to finance in the relationship between relational capital and business growth of women owned bakeries?

1.5Scope of the Study

1.5.1 Subject Scope

The study focused on the relationships between relational capital, access to finance and business growth of women owned bakeries. In this study, relational capital is the independent variable, access to finance a mediating variable and business growth is the dependent variable.

1.5.2 Geographical Scope

The study was carried out on women owned bakeries in Kampala Capital City (Formerly Kampala District). There are 1,446 food processing businesses in Kampala district (Census of Business Establishment, 2011). According to UBOS (2013), the majority of women owned businesses are in food processing accounting for 36% of the businesses in the sub-sector. This study focused on the licensed women owned bakeries in Kampala Capital City that have carried out business for a period exceeding 2 years to be able to assess their business growth over the period.

1.6 Significance of the Study

i) The results of the study will help the key players in the private sector in Uganda realize the effect of relational capital and access to finance on business growth so as to develop the necessary strategies to strengthen growth in women owned bakeries.

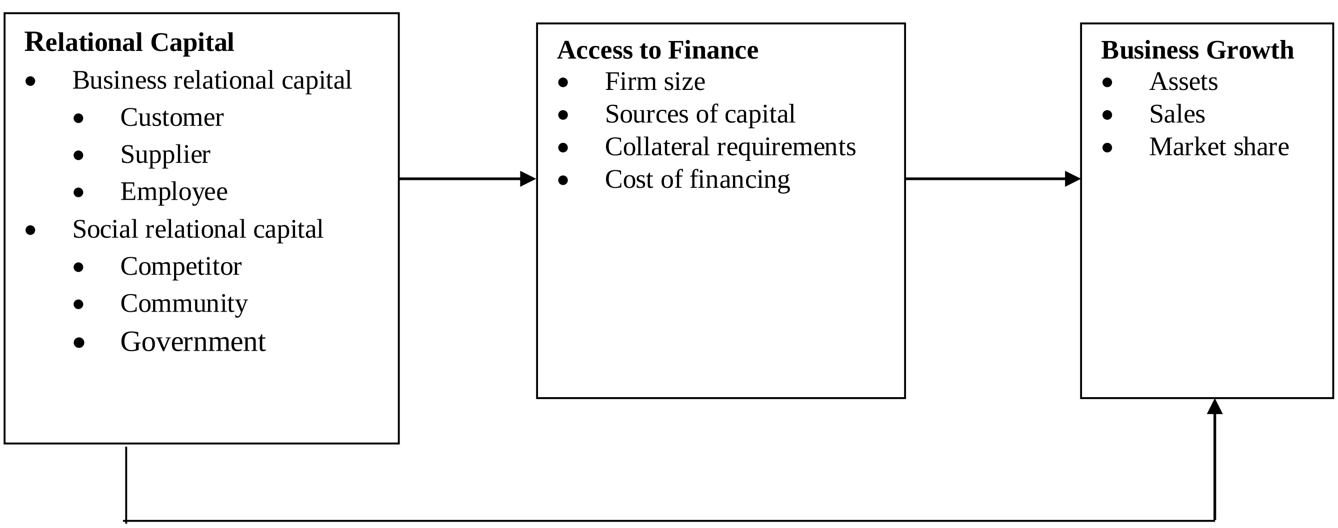
ii) The existing literature indicated that there were significant relationships between the study variables and business growth. Thus the study adds more knowledge to the already existing literature on relational capital, access to finance and business growth of women owned bakeries.

iii) The policy makers such as KCCA, UIA, UWEAL, Enterprise Uganda, Ministry of Trade and Industry, other private institutions and sectors will use the findings and recommendations of the study in the development and strengthening of the existing policies and regulations in the business sector. So as to promote better relational capital and access to finance strategies that are critical for improved growth of women owned bakeries.

1.7 Conceptual Framework

The model shows the relationship between the variables under investigation/study. The model shows the different determinants of business growth of women owned bakeries. The model shown in the figure below examines the relationship between relational capital, access to finance and business growth. Relational capital was an independent variable, access to finance a mediating variable with business growth as the dependent variable. The model shows that relational capital and access to finance influence business growth.

Figure 1: Conceptual Framework



Source: A modified conceptual framework from reviewed literature by Ordonez de Pablo's (2003); Ahiawodzi & Adade (2012); Cracknel(2012); Davisson, Delma & Wiklund (2006); Farouk& Saleh (2011) and Tumwine (2010).

The above conceptual framework is supported by relational capital and business growth, mediated by access to finance. The dependent variable is business growth whereas, the independent variable is relational capital. Business growth is the variable of interest in which the variance is attempted to be explained by relational capital and access to finance. Relational capital was measured according to business relational capital and social relational capital. Business relational capital comprised of supplier relational capital, customer relational capital and employee relational capital whereas, social relational capital consisted of competitor relational capital, community relational capital and government relational capital. Access to finance was measured according to firm size, sources of capital, collateral requirements and cost of financing. Business growth was conceptualized according to asset growth, sales growth, and market share growth. As presented in the model above, it is expected that business growth of women owned bakeries will increase through relational capital and access to finance. Whereby, absence of relational capital and inaccessibility to finance in the bakeries, could lead to inefficiencies in their business growth. The model shows that relational capital and access to finance determine the business growth of female owned bakeries.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter gives a review of the relevant theoretical and empirical literature that explains the relationship of relational capital, access to finance and business growth of women-owned bakeries. It consists of seven sections that is; Section 2.1 which consists of different theories explaining business growth; Section 2.2 which discusses literature on relational capital; Section 2.3 which presents literature on access to finance; and Section 2.4 that gives literature on business growth. In addition, Section 2.5 discusses literature on relational capital and business growth; Section 2.6 presents literature on access to finance and business growth while Section 2.7 comprises of literature on relational capital and access to finance.

2.1 Theoretical Framework

There are various theories that support the significance of relational capital. One of the most important theories under relational capital is the Resource Based View/theory (RBV). RBV is an approach to achieving competitive advantage that emerged in 1980s and 1990s (Wernerfelt,1995; Barney & Zajac, 1994; Prahalad & Hamel, 1997). RBV offers a theoretical basis for the importance of various types of resources to firms' overall competitiveness and performance. RBV posits that firms can achieve and sustain their competitive advantage if they possess tangible or intangible resources that are valuable, rare, inimitable and non-substitutable (Barney, 1991). These four characteristics of resources describe strategic assets that, if properly mobilized, they build and sustain a firm's competitive advantage and improve its performance. Among its various resource types, a firm's intangible resources are most likely to become strategic assets for developing competitive advantage because these resources are likely to be rare, valuable, imperfectly imitable and difficult for other firms to substitute.

The most recent literature review of studies on RBV indicated an increasing focus on intangible resource forms as the basis for developing competitive advantage. In the current view, firms do not operate in isolation but rather are embedded in a network of relationships as they create value (Merz et al., 2009). This network of relationships with other firms, economic or social entities, and individuals generates some form of intangible relational assets valuable to the firm. Such intangible resources are popularly known as social relational capital, which can potentially endow the firm with strategic resources essential for creation of sustainable competitive advantage. The study of social relational capital centres on the view that the actors, such as firms in a given network, can potentially extract benefits from their social structures, networks and memberships. Relational capital provides firms with access to resources such as strategic knowledge that are vital to the value-creating processes because they allow firms to reduce the transaction costs of social interaction and exchange. Social networks allow the flow of valuable information or knowledge into the firm, enhance its strategic assets and facilitate processes that enable a firm to behave proactively and innovatively. This knowledge that flows into the firm may take the form of information and know-how, business opportunities, skills or management capability and market knowledge. As a result, an inimitable and non-substitutable strategic resource base is relational capital of small and medium firms is developed which can be leveraged to improve market performance, firm growth and overall firm performance.

2.2 Business Growth

Business growth is a stage where the business reaches the point for expansion and seeks additional options to generate more profit (Afolabi, 2013). According to Farouk and Saleh (2011), growth is something for which most organizations strive, regardless of their size. Indeed, organizations have to grow at least a bit every year in order to accommodate the increased expenses that develop over time (McKelvie & Wiklund, 2010). Consequently, growth must occur if an organization is to remain sustainable. Business growth has the potential to provide organizations with a myriad of benefits, including things like greater efficiencies from economies of scale, increased power, a greater ability to withstand market fluctuations, an increased survival rate, greater profits and increased prestige for organizational members (Molinari, Giannageli & Fagiolo, 2016). Many small firms desire growth because it is seen as a sign of success and progress. Organizational growth is, in fact, used as one indicator of effectiveness for organizations and is a fundamental concern of many practicing managers (Navaretti, Castellani & Pieri, 2014).

Organizational growth, however, means different things to different organizations. According Afolabi (2013), there are many parameters a company may use to measure its growth. Since the ultimate goal of most companies is profitability, most companies will measure their growth in terms of net profit, revenue, and other financial data. Other business owners may use one of the following criteria for assessing their growth: sales, number of employees, physical expansion, success of a product line, or increased market share (Peric & Vitezic, 2016). Ultimately, success and growth will be gauged by how well a firm does relative to the goals it has set for itself. Growth of the firms is determined basing on sales, market share, employee and assets (Onakoya et al., 2013). Therefore, for any organization to be viewed as successful, it must be able to survive in the long run.

2.3 Relational Capital

Relational capital is defined as the organizational relation with internal and external associates of firm, including customers, employees, suppliers, strategic alliance partners, stakeholders, and industry associations (Datta & De, 2017). The main focus of relational capital is the level of mutual understandings, trust and respect, the friendship that arises out of close interactions between external and internal factors. The trust is composed of organizational confidence on internal interconnections and environment, which binds the organization to keep the long-term relationships. Therefore, in the context of internal and external stakeholders, it can be argued that relational capital of an enterprise is the relationship among employees with customers and suppliers (Ngari, 2014). Basirat Baygi et al. (2011) believed that relational capital is the sum of all assets which arrange and manage organizations' relations within the environment. This kind of capital includes the relations with customers, suppliers, shareholders, the rivals, community, the official institutions, and society.

Relational capital is composed of customer satisfaction, customer loyalty, negotiating capacity, company image, and interaction with suppliers by employees, distribution channels, supplier channels and licensing agreements. Relational capital is the knowledge attained by the firm as a result of its interactions with parties and the potential to exchange knowledge to work for the future. The value of the firm is directly related to the accumulated knowledge of relationship with third parties (Bagher Taghieh, Sedigheh & Zahra, 2013). According to Tumwine (2010), relational capital is conceptualized as business relational capital and social relational capital. Business relational capital is composed of suppliers, customers and employee relational capital.

The social relational capital is composed of the relationship with suppliers. Supplier relationship can be defined as, supply chain relational capital integrated in social structures of the groups through which resources are approached. The level of supply chain relational capital may be assessed by the degree of trust, mutual respect, and interactions that occurs between the organization and its suppliers (Datta & De, 2017). A relationship among employees within an organization is considered as a fundamental unit to develop learning processes and other production activities (Bagher Taghieh, Sedigheh & Zahra, 2013). These inner relations within an organization on a regular basis contribute to group learning, based on common interest, mutual trust and collaboration. To acquire competitive advantage, an organization must focus on market trends and customer values.

As indicated earlier most studies on relational capital have been conducted in developed countries compared to those done in developing countries. More so the previous studies were not gender based, this study therefore explores this gap.

2.4 Access to Finance

The fundamental element of SME development is the respective capacity to access finance. Access to finance is defined as availability of financial services in the forms of demand deposits, credit, payments, or insurance (Ahiawodzi & Adade, 2012). The availability of such services can be constrained by physical access, affordability and eligibility. Barriers such as high transaction costs, distance and minimum balance requirements can exclude individuals and firms' access to credit to SMEs. Access to finance has four key dimensions'- physical access, affordability, appropriate features that meet the users' particular needs and appropriate terms that do not effectively exclude any category of potential users (Ahiawodzi & Adade, 2012). Access to finance services implies the ability to use these services, regardless of the price or non-price barriers to finance.

Gambini and Zazzaro (2013) argued that lack of access to finance generates persistent income inequality or poverty traps and limits the growth of small firms. Without inclusive financial systems, small enterprises need to rely on their personal wealth or internal resources to invest in their education, become entrepreneurs, or take advantage of promising growth opportunities. Love and Zaidi (2010) assert that the unavailability of financing is regarded as one of the most important obstacles to starting businesses. The drivers considered important by the SMEs to improve the access to loans and funding include governmental measures such as tax exemptions, while the less important drivers are export guaranties and equity investments (Cracknell, 2012). Regardless of the existing different types of credit offers in the market, there are a considerable number of SMEs that do not have enough information or knowledge to fully take advantage of the available credit instruments (McGuiness & Hogan, 2016). Therefore, the availability of finance is critical to SMEs.

Previous studies have been done on access to finance & business growth and Relational capital and Business growth, however the mediation factor of access to finance in regard to relational capital and business growth was lacking. This variable was therefore introduced in this study in order to bridge the gap.

2.5 Relational Capital and Business Growth

Relational capital may increase organizational growth in many ways. The knowledge derived from employees, customers and suppliers may result in process innovations that eliminate bottlenecks, increase output, and reduce variations among others (Farouk & Saleh, 2011). Moreover, the higher the level of relational capital, the better planning, problem solving and troubleshooting, all of which most likely increase access to finance and thereby increasing business growth (McKelvie & Wiklund, 2010). Additionally, relational capital could reduce organizational costs by increasing an organization's information processing capacity. Trust in relationships among employees and within suppliers and customers facilitates both efficient exchange of information by reducing the need for time consuming and costly monitoring and effective exchange of information by removing the perceived need to veil or hide sensitive information (Onakoya et al., 2013). Relational capital may also be instrumental in enhancing customer benefits by helping to increase quality, reliability and flexibility creating value for the customers through production and service delivery process innovations (Navaretti, Castellani & Pieri, 2014).

Furthermore, the networks of employees, customers, suppliers should be able to better identify as well as satisfy customer needs. Relationships with suppliers and customers aid in identifying distinctive customers` needs as well as facilitate the development of novel solutions to address those needs (Onakoya et al., 2013). In global knowledge- based economy, the issue as to why some firms are more competitive and perform better is crucial. As observed by Adecco (2007), in today's knowledge economy, it is easy for competitors to purchase the same technology, develop a similar product, secure additional financing, etc. As a result, business growth is increasingly being driven by sources of capital that are difficult for competitors to capture and replicate, such as relational capital. Relational capital covers all the intangible assets generated by developing, maintaining, and nurturing high quality relationships with the external partners that could enhance the firm's performance (Navaretti, Castellani & Pieri, 2014). Afolabi (2013) identified two-fold impacts of relational capital on firms' growth namely: cost reduction and increased market value. They opined that knowledge embedded in relationship among employees, customers and suppliers may lead to cost reduction. This may be achieved through process innovations, increased outputs that reduce variation.

Relational capital increases organization's information processing capacity thereby, reducing organizational costs. Regarding the increase in market value, Zeghal & Maaloul (2010) observed that relational capital may affect customer's satisfaction by increasing market share that is offered at the market. It is thus notable that strong relational capital is instrumental in enhancing customer benefits by helping to increase quality and flexibility, creating value for the customers through production and service delivery process innovations.

However, Tumwine (2010), focused on firm performance restricting the study to one organization where markets share cannot be measured. This the study therefore considered different women owned bakeries in Kampala Capital City measuring growth with market share, sales and assets hence a wider scope.

2.6 Access to Finance and Business Growth

Access to finance enables organizations to do what they desire to do. Lack of access to finance has been identified as one of the major constraints to small business growth (McKelvie & Wiklund, 2010). Accessibility of finance enables the start and running of business and lack of it may lead to business failure. With insufficient financial flows into the business, many businesses cannot grow because they cannot get capital, they cannot buy raw materials and pay workers. Therefore, business financing is a very important factor in growth and performance of businesses. In support, Gambini and Zazzaro (2013) posits that one of the key factors in promoting business growth for new ventures and especially small businesses is obtaining financing.

McGuiness and Hogan (2016) opine that growth places greater demand on internally generated funds and push the firm into access to external funding. According to Casey and O'Toole (2014), firms with high growth will capture relatively higher debt ratios. In this regard, small firms with more concentrated ownership, it is expected that high growth firms will require more external financing and should display higher leverage. Gambini and Zazzaro (2013) maintain that growing

SMEs appear more likely to use external finance much as it is not clear to determine whether finance induces growth or the opposite. As enterprises grow through different stages, that is, from micro, small, medium to large scale, they are also expected to shift financing sources. They are first expected to move from internal sources to external sources (Rostamkalaei & Freel, 2016). Molinari, Giannageli and Fagiolo (2016) argue that future opportunities will be positively related to leverage, in particular short-term leverage. They argue that the agency problem and consequently the cost of financing are reduced if the firm issues short-term debt rather than long-term debt.

Peric and Vitezic (2016) hold the view that firms with growth opportunities will have a smaller proportion of debt in their capital structure. This is because conflicts of interest between debt and equity holders are especially serious for assets that give the firm the option to undertake such growth opportunities in the future. Navaretti, Castellani and Pieri (2014) argue further that growth opportunities can produce moral hazard situations and small-scale entrepreneurs have an incentive to take risks to grow. This will be reflected in increased costs of long-term debt that can be mitigated by the use of short-term debt. Furthermore, accessing external financing is even harder during a financial crisis (Calice, Chando & Sekioua, 2012). Fatoki and Smit (2011) do not find evidence that growth directly influences the financial structure of a firm but emphasize that the combination of fast growth and restricted access to finance does.

Mazanai and Fatoki (2012) maintain that internal financing does constrain firm growth especially given the fact that small firms tend to use little external financing. Additionally, firms using external financing sources are better able to grow, thus only using internal financing can be considered a major growth restraint (Tsuruta, 2015). Afolabi (2013) infers that internal finance has an impact on growth as well. According to Maziku (2012), access to finance is one of the main constraints for business growth pointing out that availability of supporting policies is useful to achieve greater access to finance for firms. Ahiawodzi and Adade (2012) highlight that access to internal financing can play a twin role. First it serves as a proxy for the internal financial capacity of a firm and it further provides signals about future growth potential of the enterprise to outsiders (Farouk & Saleh, 2011). Albeit, when gaining access to external funding, the effect of internal financing decreases hence external financing is used as the primary financing source (Onakoya et al., 2013). Therefore, the growth of business mainly depends on the availability of fund to allow firms produce enough products to satisfy customer hence increased sales, market share and assets. However, there is no evidence available on a study done on the intermediary role of access to finance on Relational capital and business growth of women owned business in Kampala Uganda. This study addresses the gap.

2.7 Relational Capital and Access to Finance

Management of an organization’s relational capital has been an outstanding competitive factor in the business sector. Today, relational capital plays an essential role in social and economic development because its emergence, process and transfer have been shown to be sources of power and productivity (Casey & O’Toole, 2014). Relational capital tends to be an important resource and a key contributor to the economic success and access to finance by businesses. Relational capital is an intangible value driver in a business that carries about future benefits. According to Obeidat et al. (2017), firms are able to quickly adapt to the changes and remain competitive in the markets through relational capital. Therefore, it is necessary for businesses to have a good relation with employees, customers, suppliers, investors and others because they provide their best information and valuable feedback based upon firm’s performance.

Stronger relationships foster continuous improvements in new product development through shared knowledge among suppliers, customers and firms (Yarbrough, Morgan & Vorhies, 2011). Such relationships also secure long-term sales through customer loyalty, credibility and superior reputation. Notably, relational capital can also embrace a firm's relationship with society as a whole, acting as an economic agent that plays an active positive role in the social scene. This dialogue with society can in turn provide competitive advantage to the firm in the form of an enhanced reputation, more efficient lobbying policies or easier access to finance (Ahiawodzi & Adade, 2012). Businesses have chronic difficulties in accessing financial resources. Besides their structural weaknesses, these areas have to add the financial constraints that threaten their development. In many parts of the world, numerous official reports show lack of business access to formal financial services, the main reasons being excessively conservative financial institutions and lack of interest in business credit (Tsuruta, 2015).

In addition, the harsh conditions of informal lenders become a form of usury. Accordingly, access to finance problems have been attributed to lack of willingness and to the intention of exploiting informal lenders. Despite lending by banks being the major source of external financing for the greatest part of businesses, business accessibility to finance is still low (Casey & O'Toole, 2014). Limited access to financing has impacted businesses with sharp economic consequences. Yet, despite the stabilization of the banking system, an improving economic outlook and many policy interventions, the flow of business lending has remained markedly low towards SMEs. Credit financing matters because banks are a critical source of external finance and the repeated interaction between borrowers and lenders relaxes contracting distortions and gradually enhances credit flow. This is notably relevant for small and private firms with limited or opaque collateral (Fatoki & Smit, 2011). According to Mazanai and Fatoki (2012), the borrowing capacity of the firm emerges as part of the optimal contract solution. When the firm value is initially low, the agency problem impedes the amount of credit available because the entrepreneur has the option of not repaying the debt and searching for a new financier after a temporary exclusion from credit markets (Ahiawodzi & Adade, 2012).

According to Onakoya, Fasanya and Abdurrahman (2013), the link between access to finance and businesses forms a unique relational capital. Proof of this lies in the social action that credit institutions develop in their operating area in relation to cultural, educational or social services (Maziku, 2012). In an environment of structural changes within the financial sector, the development of SMEs seems to largely depend on the management of intangibles such as social bonding, reputation or customer loyalty (Tsuruta, 2015). Credit institutions possess a network of particular relationships with businesses which provide them with specific strong points and weak points. Their capital structure, their closeness to customers and their social actions confer them specific competitive advantages (Cracknell, 2012). Therefore, corporate reputation, social relationships with different stakeholders and exercising social responsibility grant businesses competitive advantages (Calice, Chando & Sekioua, 2012).

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This section provides the description of how the study was conducted. It brings out the research design, target population, sampling design and size, data collection instruments, data analysis and interpretation tools and limitations of the study. The chapter also provides results of the reliability tests done as well as Confirmatory Factor Analysis results.

3.2 Research Design

The research study adopted a quantitative research design using a cross sectional survey approach. Considering the research objectives, the study utilizes correlation and regression analysis. A cross sectional design was considered appropriate in this research study because the researcher intended to investigate business growth at a point in time.

3.3 Study Population

According to KCCA Revenue Collection Trade License Database for the period 2015 to 2019 there are 71 licensed women owned bakeries in Kampala Capital City. However, a review of the database revealed that other 96 women owned bakeries were licensed under different categories such as retailers, wholesale, and general among others which could be explained by the high license fees charged to bakery businesses and poor data capturing by data entrants (KCCA Trade License Database, 2019). To constitute the population of the study, all women owned bakeries licensed under the different categories of business by the KCCA Revenue Collection Department comprise the study. However, each business was considered once to avoid duplication because one business can be licensed more than twice in different Divisions. The population therefore was 167 licensed women owned bakeries in Kampala Capital City (Please refer to Appendix D).

3.4 Sample Size and Design

The sample size of 118 licensed women owned bakeries was selected scientifically using the table for determining sample size developed by Krejcie and Morgan (1970) as indicated in Appendix F. The unit of analysis was a licensed woman owned bakery while the unit of inquiry was selected purposively to include the owners/managers of the women owned bakeries who provided the responses.

3.5 Sampling Design and Procedure

Simple random sampling was used to select the licensed women owned bakeries whereas, purposive sampling was used to select owners/managers of the licensed women owned bakeries. This simple random technique is recommended by Tustin, et al., (2005) because it gives each element in the population an equal chance of being selected and the results are more generalizable.

The sample size of 118 licensed women owned bakeries was selected scientifically using the table for determining sample size developed by Krejcie and Morgan (1970).This comprised of 22 bakeries in Central Division, 16 bakeries in Kawempe Division, 25 bakeries in Makindye Division, 31 bakeries in Nakawa Division and 24 bakeries in Rubaga Division. To determine the sample size of the different division, its population was divided by the total population and multiplied by 118 (division population/total population by sample size). The unit of analysis was a licensed woman owned bakery while the unit of inquiry was selected purposively to include the owners/managers of the women owned bakeries who provided the responses. The sample size of 118 from five Divisions of Kampala Capital City was arrived at as detailed in table 3.1.

Table 3.1: Sample size per Division

Division	Population	Sample Size
Central	31	22
Kawempe	23	16
Makindye	35	25
Nakawa	44	31
Rubaga	33	24
Total	**167**	**118**

Source: KCCA Revenue Collection Trading License Database (2015-2019)

In this study, a sampling frame comprising lists of licensed women owned bakeries (Appendix D) in the different divisions was obtained from KCCA Revenue Collection Department (Trading license Unit).Apportionment per division was carried out. The names of the bakeries were assigned numbers and the numbers were written on small papers and put in a container (rotary method). The papers were selected randomly from the container on the basis of corresponding sample sizes of the different divisions. The responses of the bakeries were provided by the owners/managers of the selected bakeries who were purposively selected.

3.6 Data Sources

Primary data was the main source which was collected from the selected licensed women owned bakeries using the questionnaire survey method. The data was provided by the owners/managers of the selected licensed women owned bakeries.

3.7 Data Collection Instrument

Data from the field was obtained through the use of self-administered questionnaires following systematic and established academic procedures. Responses to the questions were anchored on a 5-point Likert scale ranging from; 5-strongly agree, 4-agree, 3-notsure, 2-disagree and 1-strongly disagree. The questionnaires contained structured questions where the respondents were required to answer on the basis of how they agree or disagree with the statements in the questionnaire.

3.8 Validity and Reliability of Research Instruments

The validity of the study is concerned with the extent to which data collection instruments accurately measure what they intend to. Validity and reliability are important concepts in the acceptability of the use of an instrument for research purpose. Validity refers to the appropriateness of the instrument in collecting the data that is supposed to be collected while reliability refers to its consistency in measuring whatever it is intended to measure. Validity was ensured by both content and face to face validity. Content validity measures the extent to which the content of the instrument corresponds to the content of the theoretical frame work of the study.

Here, the expert views were obtained by talking to experts both academicians and practitioners in the field of entrepreneurship. These were required to comment on the relevance of the questions/items in the instrument. Content validity was assessed by using the questionnaire which measured the same concepts. If the measurements are consistent with the theoretical expectation, then the data had construct validity. Validity of the instrument was also obtained by using the Content Validity Index (CVI). In addition, reliability of the scales was carried out by determining the Cronbach's alpha coefficient to check for the internal consistency of the scales. In order to meet the acceptable standards for research, all alpha reliabilities (α) for all scales are expected to be above 0.7.

3.9 Reliability Test Scores

Reliability for the measurement constructs was determined by Cronbach's alpha scores. The Likert scale measured responses along negative to positive where expected responses were; strongly disagree, disagree, neither agree nor disagree, agree and strongly agree (Likert, 1932).

Table 3. 2: Reliability Test Scores of Cronbach's Alpha

Variables		Cronbach’s alpha
Business Relational Capital	Customers	0.875
	Suppliers	0.772
	Employee	0.761
Social Relational Capital	Competitors	0.883
	Community	0.812
	Government	0.856
Access Finance	Firm Size	0.767
	Source of Capital	0.797
	Collateral Requirement	0.884
	Cost of Financing	0.907
Business Growth	Assets	0.823
	Sales	0.931
	Market Share	0.879

Source: Author’s own calculation

Overall, reliability scores indicate an overall Cronbach’s alpha of α which is greater than 0.8Nunnally (1978) which implies that the measurement constructs were reliable for inference (See table 3.2).

3.10 Measurements of the Research Variables

- Relational capitalwas measured according to the scales adopted from Ordonez de Pablos (2003) and Tumwine (2010).These scales were adjusted to suit the study context and anchored on a 5 point Likert scale ranging from 1-strongly disagree to 5-strongly agree.
- Access to finance was measured basing on the items adopted from Cracknell (2012); UNCTAD (2015);and Ahiawodzi & Adade (2012). The items were altered according to the study and anchored on a 5point Likert scale ranging from 1-strongly disagree to 5-strongly agree.

- Business growth was measured basing on the scales adopted from Farouk and Saleh (2011) and Davisson, Delma & Wiklund (2006). These scales were adjusted to suit the study context and anchored on a 5-point Likert scale ranging from 1-strongly disagree to 5-strongly agree.

3.11 Data Processing and Analysis

Data was collected from 108 women owned bakeries, cleaned and classified it into categories. The data was edited and entered into the data editor of Statistical Package for Social Scientist (SPSS V20) software for analysis according to the objectives of the study. Data was organized and analyzed using a 5 Likert scale. It was presented using descriptive and inferential statistics where frequency tabulations were used to present the data on demographic characteristics whereas, for the research objectives, the Pearson correlation matrix and regression analysis were used. Correlation analysis were used to test the relationships between relational capital, access to finance and business growth whereas, regression analysis was used to study the combined effect of relational capital and access to finance on business growth.

3.12 Ethical Considerations

Ethical standards were applied when conducting this study to ensure that no one is harmed or suffers adverse effects as a result of participating in the study. Prior effort was made to seek official authorization to use the information of the bakeries from the owners/managers. Permission of the people who were under study was sought to conduct the research involving them. The study avoided causing physical or emotional harm to the respondents who were part of the study. Objectivity during the research was emphasized so as to eliminate personal biases and opinions.

Anonymity of the respondents was taken care of during the study so as to avoid victimization and this was informed to the respondents.

CHAPTER FOUR

PRESENTATION AND INTERPRETATION OF RESULTS

4.0 Introduction

This chapter is divided into three sections, i.e. section 4.1 which presents descriptive statistics of the variables used in the study. The variables analyzed were Relational Capital, Access to Finance and Business Growth. Descriptive statistics entail summary tables and a correlation matrix for the variables considered in the study, including individual characteristics such as age, gender, years in business and the education level of the respondent. Descriptive statistics on company characteristics will also be provided. This included statistics on years' operating a bakery, employee number, turnover, legal ownership and the number of branches that the owner operates. On the other hand, correlation analysis was done and the results presented in section 4.2. The preliminary examination of the data makes it important to have knowledge on the basic properties of the data. The regression results will also be presented in line with the study objectives in section 4.3. This section also presents results for the mediation tests done.

4.1 Descriptive statistics

Descriptive statistics for the variables used in the study are provided in table 4.1. These are necessary to understand the basic characteristics of the data to be used for further analysis while addressing the study research questions.

Table 4.1: Descriptive Statistics for the Study Background Variables.

Variables			Frequency	Percentage
Individual Characteristics				
	Gender:	Male	**28**	**25.9**
		Female	**80**	**74.1**
	Age (in years):	<25	33	30.5
		25-35	49	45.4
		36-45	20	18.5
		46-55	3	2.8
		56 and above	3	2.8
	Years in Business:			
		2-5 years	87	80.6
		6-9 years	13	12.0
		10-13 years	2	1.9
		>13 years	6	5.6
	Education level:	Diploma	20	18.5
		Degree	47	43.5
		Masters	5	4.6
		Postgraduate	2	1.9
		Professional course	7	6.5
		Others	27	25.0
Company Characteristics				
	Years in Baking	2-5	84	77.7
		6-10	16	14.8
		>10	8	7.4
	Employee Number	2-4	63	58.3
		5-9	30	27.8
		10-14	5	4.6
		>14	10	9.3
	Turnover	<5M	45	41.7
		5-10M	46	42.6
		>10M	17	15.7
	Legal ownership	Sole proprietorship	43	39.8
		Partnership	16	14.8
		Private Limited	34	31.5
		Others	15	13.9
	Number of branches	1 branch	88	81.5
		2-5	19	17.6
		>10	1	0.9

Source: Primary Data

The highest proportion of women who owned bakeries were in age brackets of 25-35 years at 45 percent followed by those within the age brackets of less than 25 years of age at 31 percent. Those within age brackets of 36-45 years accounted for 19 percent while those in age brackets of 46-55 years and 56 years and above accounted for a fraction of 3 percent respectively. This trend could potentially imply that a small number of older women often engage in business related activities.

Alternatively, few women-owned businesses operate above 10 years hence the lower participation of older women. (Watson et al., 2014).

Regarding business experience, the results indicate that majority of women who owned bakeries had been in business for a period of 2-5 years at 81 percent while those that had been in business for a period of 6-9 accounted for a share of 12 percent. Women who had spent a period of 10-13 years and more than 13 years in business accounted for a share of 2 and 6 percent respectively. These percentages may imply that majority of female business owners have much less prior work experience working in business. The effects of this type of prior work experience are large, and thus may explain part of the gender gap in business grow where most women lack the required experience in comparison to their counterparts (Fairlie & Robb, 2009).

The results indicate that majority of women who owned bakeries have their highest level of education as a Degree at 44 percent followed by those who reported either secondary or primary level as their highest level of education at 25 percent. On the other hand, women who owned bakeries and had their highest level of education as either a masters' degree, Postgraduate degree or professional courses accounted for a share of 5 percent, 2 percent and 7 percent respectively. These findings imply that at least a great deal of women in business have attained some level of education which is critical for improved business growth (Roomi & Parrott, 2008).

Regarding company characteristics, the results in table 4.1 indicate that 78 percent of the women had operated their bakery businesses for a period of 2-5 years. This trend does not differ by the general trend in the rest of Sub-Saharan Africa where most businesses operated by women are young having not existed for more than 5 years. On the other hand, 15 percent and 7 percent of the women had operated their bakery business for a period of 6-10 and more than 10 years respectively. At 58 percent, majority of women owned bakeries use a range of 2-4 employees in running their business while 28 percent use between 5-9 employees in their day-to-day bakery business. In addition, 5 percent and 9 percent of women owned bakeries have between 10-14 as well as 15 and above employees respectively. A plausible explanation for the use of few employees could follow the fact that women often run their businesses on a small budget and their businesses are often small in size hence the low number of employees (Rosener, 2011; Jamali, 2009).

Furthermore, the results in table 4.1 reveal that most women owned bakeries report a turnover between 5-10 million Uganda shillings at 43 percent followed by those who report a turnover of less than 5 million Ugandan shillings at 42 percent. Moreover, only 16 percent of the women owned bakeries report a turnover of more than 10 million Ugandan shillings. Consistent with Roomi et al. (2009), such trends of turnover outcomes could imply a moderate performance of women owned businesses based on the fact that majority of such businesses are small in size and also relatively young with not more than 5 years in existence. The results show that 40 percent of the women owned bakery businesses are under sole proprietorship, implying that they are owned by one individual. These are followed by those under private limited ownership at 32 percent. In addition, majority of women owned bakeries at 82 percent have only one branch while 18 percent and 1 percent report having between 2-5 and more than 10 branches respectively.

4.1.1 Correlation of variables

Correlation analysis is carried out to determine the extent of linear association between any two variables in our study. This can also help to reveal the possibility of multi-collinearity problem or in other words whether the independent variables are related. In case the independent variables are found to be related, then further regression results become unreliable for inference. The results are shown by the correlation matrix in table 4.2

Table 4. 2: Correlation Matrix showing Relationship between Business Growth, Access to Finance and Relational Capital

Variables	Mean	1	2	3	4	5	6	7	8	9	10	11	12	13
1.Business Growth	3.935	1.00												
2.Access finance	2.980	0.12	1.00											
3.Cost of Financing	3.200	-0.08	**0.82***	1.00										
4.Source of Capital	2.528	**0.24***	**0.66***	**0.28***	1.00									
5.Collateral Requirement	3.137	0.16	**0.86***	**0.70***	**0.41***	1.00								
6.Firm Size	3.618	0.12	**0.69***	**0.47***	**0.32***	**0.51***	1.00							
7.Relational Capital	4.049	**0.53***	**0.25***	0.04	**0.23***	**0.28***	**0.33***	1.00						
8.Customers	4.540	**0.24***	0.18	0.16	0.15	**0.21***	0.03	**0.63***	1.00					
9.Suppliers	4.254	**0.46***	0.13	-0.02	0.08	0.18	**0.27***	**0.82***	**0.55***	1.00				
10.Community	4.037	**0.49***	**0.19***	0.05	0.18	**0.20***	**0.23***	**0.77***	**0.40***	**0.55***	1.00			
11.Employees	4.389	**0.24***	**0.26***	0.13	0.16	**0.27***	**0.31***	**0.45***	0.13	**0.28***	**0.23***	1.00		
12.Government	3.284	**0.40***	0.12	-0.12	**0.21***	0.18	0.17	**0.64***	0.17	**0.36***	**0.38***	**0.24***	1.00	
13.Competitor	4.005	0.16	**0.21***	0.07	0.15	0.12	**0.38***	**0.56***	0.18	**0.31***	**0.40***	**0.26***	**0.23***	1.00

Note:

a) *P-Values less than 0.05 level of significance

b) 1=Business Growth; 2=Access finance; 3=Cost of Financing; 4=Source of Capital; 5=Collateral Requirement; 6=Firm Size; 7=Relational Capital; 8=Customers; 9=Suppliers; 10=Community; 11=Employees; 12=Government; 13=Competitor

Source: Primary Data

Overall, the results in the correlation matrix predict that there is no problem of collinearity among the explanatory variables since all the correlation coefficients are less than 0.8 in absolute terms. For cases where the coefficient is above 0.8, that is for correlation between cost of financing and access to finance as well as collateral requirement and access to finance, it is expected since both collateral requirement and cost of financing are constructs that the study uses to measure access to finance.

The findings in table 4.2 show that the source of capital, relational capital, relation with customers, suppliers, the community, government and employees significantly influences business growth.

The respective correlation coefficients are found to be statistically significant at 95 percent level of confidence. More specifically, the results in table 4.2 show that the source of capital positively and significantly influences business growth of women owned bakeries. In addition, relational capital is positively and significantly related to business growth of women owned bakeries. Particularly, customer, supplier and employee relational capital positively and significantly influence business growth of women owned bakeries. Likewise, relational capital with the community and government is also positively and significantly related to business growth.

The results in the correlation matrix show no significant relationship between business growth and the cost of financing, collateral requirement, firm size and relational capital with competitors. However, the pair wise correlation matrix only provides us with the direction and strength of the relationships between variables. Thus, we cannot use it to establish the actual impact of the independent variables on the dependent variables hence the need to investigate these relationships in a multivariate regression analysis. Note that details on the correlation between other control variables can be found in appendix B.

4.2 Regression Analysis

Regression models are estimated to establish the extent and magnitude to which relational capital and access to finance are related to business growth. In this regard, the study adopts a simple Ordinary Least Squares (OLS) estimation strategy to obtain empirical results. Two OLS models are estimated following the first and second study objectives which are: a) to examine the relationship between relational capital and business growth of women owned bakeries; and b) to establish the relationship between access to finance and business growth of women owned bakeries. The OLS model is deemed appropriate because of the continuous nature of the dependent variable, business growth.

The OLS model is given as;

$$BG = \alpha_1 + \alpha_2 \operatorname{Re}lation\_Capital_i + \alpha_3 Access\_to\_fincance_i + \alpha_4 Z_i + \varepsilon_i$$

Where BG_i represents business growth of women owned businesses measured using constructs of assets, market share and sales. The model includes independent variables of relational capital and access to finance. Relational capital is made up of customer, supplier, employee, community, government and competitor relational capital. Access to finance is measured using cost of finance, source of capital, collateral requirement and firm size. Z_i represents a set of other control variables including, personal characteristics (gender, age, years in business, education level) and company characteristics (years spent in baking, number of employees used in the baking business, business turnover and the legal ownership status of the business). The regression models are presented using two tables that is table 4.3 and 4.4 following the earlier mentioned study objectives.

4.2.1 Relationship between relational capital and business growth of women owned bakeries

Table 4.3 presents results for the relationship between relational capital and business growth. Results are reported using three models were model (1) presents empirical results for the composite measure of relational capital and business growth. Model (2) presents empirical results for the relationship between business relational capital in terms of customers, suppliers, community, employees, government and competitors with business growth while model (3) presents empirical results for the relationship of other control variables, including personal and company characteristics with business growth.

Table 4.3: Relational Capital and Business Growth

Variables	Model (1)			Model (2)			Model (3)		
	Coeff	S.E	P-Value	Coeff	S.E	P-Value	Coeff	S.E	P-Value
Relational Capital	0.851***	(0.203)	0.000						
Customers				0.309**	(0.131)	0.020	0.414***	(0.150)	0.007
Suppliers				0.299***	(0.106)	0.006	0.448***	(0.106)	0.000
Community				0.092	(0.116)	0.428	0.083	(0.123)	0.502
Employees				0.236**	(0.116)	0.045	0.175*	(0.103)	0.094
Government				-0.052	(0.154)	0.358	-0.101	(0.153)	0.169
Competitor				-0.084	(0.091)	0.334	-0.190**	(0.088)	0.033
Gender (2=Female)							-0.231	(0.167)	0.373
Age (2=26-35)							-0.142	(0.158)	0.092
Age (3=36-45)							-0.419*	(0.246)	0.296
Age (4=46-55)							-0.508	(0.483)	0.18
Age (5=56+)							-0.561	(0.415)	0.45
Year in Business (2-5)							-0.137	(0.181)	0.974
Year in Business (6-9)							-0.009	(0.274)	0.101
Year in Business (10-13)							1.093	(0.658)	0.019
Year in Business (>13)							1.767**	(0.735)	0.377
Education (2=Degree)							0.153	(0.173)	0.694
Education (3=Masters)							0.106	(0.269)	0.496
Education (4=Postgrad)							-0.500	(0.731)	0.904
Education (5=Prof_course)							-0.030	(0.246)	0.487
Education (6=others)							0.154	(0.221)	0.085
Years in baking (6-10)							0.312*	(0.179)	0.204
Years in baking (10+)							-1.811**	(0.686)	0.01
Employee Number (5-9)							-0.099	(0.140)	0.48
Employee Number (10-14)							-0.969**	(0.478)	0.046
Employee Number (15+)							-0.122	(0.257)	0.637
Turnover (2=5-10M)							0.218	(0.178)	0.224
Turnover (3=>10M)							0.268	(0.359)	0.459
Ownership (Sole)							-0.166	(0.208)	0.427
Ownership (Partnership)							-0.234	(0.158)	0.144
Ownership (Private Ltd)							-0.198	(0.227)	0.385
Branch Number (2-5)							0.312*	(0.175)	0.079
Branch Number (6-10)							0.163	(0.286)	0.569
Observations	108			108			108		
R-squared	0.2772			0.3389			0.6078		
Prob>Chi2	0.0001			0.0000			0.0000		

Notes: *a) Robust standard errors in parentheses*
*b) *** p<0.01, ** p<0.05, * p<0.1*

4.2.1.1 Goodness of fit and overall significance of the model

Goodness of fit refers to the variation in the dependent variable that is explained by the model. The coefficient of determination, R-squared of the model ranges from 0.2772 (model 1) to 0.6078 (Model 3). For model (1), R-squared implies that the composite measure of relational capital explains 28 percent of variation in business growth of women owned businesses. In model (2), R-squared of 0.3389 implies that the various constructs of relational capital including customers, suppliers, employees, community, government and competitors explain 34 percent of variations in business growth. On the other hand, model (3) that contains additional control variables, the computed R-squared of 0.6078 implies that the control variables and relational capital explain 61 percent of the variations in business growth.

The probability value (P-value) of the chi-square test across all models ranges from 0.000 to 0.0001 which implies that it is significant at 99 percent level of confidence since the P-value is less than 0.01. This suggests that the model is of good fit and therefore relational capital and other control variables included in the models determine business growth of women owned bakeries.

4.2.1.2 Regression results for Relational Capital and Business growth

The results in table 4.3 in model (1) indicate that relational capital positively and significantly influences business growth of women owned bakery businesses (p-value=0.000; α =0.851). The estimated coefficient on the composite measure of relational capital indicates that a unit increase in relational capital by one unit leads to an increase in business growth of women owned bakeries by 85 percent. Model (2) presents results for the different measures of relational capital on business growth of women owned bakeries. The findings indicate a positive and statistically significant relationship between customer capital and business growth (p-value=0.020; α =0.309). The estimated coefficient implies that an increase in customer capital by one unit is associated with an increase in business growth by 31 percent. The finding may suggest that business owners who maintain and observe good customer relation capital are able to meet customer needs and there grow their customer base which is keen to business growth.

Similarly, there is a positive and statistically significant relationship between supplier capital and business growth (p-value= 0.006; α =0.299). This finding implies that an increase in supplier capital by one unit increases business growth by 30 percent. Furthermore, the results in table 4.2 model (2) show a positive and statistically significant relationship between employee capital and business growth (p-value=0.045; α =0.236). The estimated coefficient shows that an increase in employee capital by one unit leads to an increase in business growth by 24 percent. In agreement with Robson and Bennett (2000), these findings suggest that women-owned businesses that have good relations with customers, suppliers and employees are more likely to widen their market share hence achieve business growth.

Regarding the study control variables and their influence on business growth of women owned businesses, the results are presented in model (3). The findings indicate a negative and statistically significant relationship between age and business growth of women owned bakeries (p-value=0.092; α =-0.419). The coefficient indicates that women in the age bracket of 36-45 years are 42 percent less likely to experience business growth compared to their counterparts who are less than 25 years of age. The findings in table 4.3 model (3) indicate a positive and statistically significant relationship between years spent doing business and growth (p-value=0.019; α =1.767). The coefficient implies that women who have spent more than 13 years doing business are more likely to experience business growth in their bakeries compared to their counterparts in the age bracket of 2-5 years. The results also indicate a positive and statistically significant relationship between years spent in the baking business and growth (p-value=0.085; α =0.312). Women who have spent 6-10 years doing business are 31 percent more likely to experience growth compared to their counterparts who have spent 2-5 years in the bakery business. Surprisingly, women who have spent more than 10 years in the bakery business are less likely to experience business growth compared to those who have been in the bakery business for 2-5 years. There is a negative and statistically significant relationship between number of employees and business growth (p-value=0.046; α =-0.969). The estimated coefficient indicates that women owned businesses that use a number of employees between 10 - 14 are 97 percent less likely to experience business growth as compared to their counterparts using 4 or less employees. Furthermore, there is a positive and statistically significant relationship between the number of branches operated and business growth (p-value=0.079; α =0.312). The coefficient implies that women who operate 2-5 branches are 31 percent more likely to experience business growth compared to their counterparts who operate a single bakery branch.

4.2.2 Relationship between access to finance and business growth of women owned bakeries

Table 4.4 presents results for the relationship between access to finance and business growth. Results are reported using three models were model (1) presents empirical results for the composite measure of access to finance and business growth. Model (2) presents empirical results for the relationship between access to finance in terms of cost of financing, source of capital, collateral requirement and firm size. Model (3) presents empirical results for the relationship of other control variables, including personal and company characteristics with business growth.

Table 4. 4: Access to Finance and Business Growth

VARIABLES	**Model 1**			**Model 2**			**Model 3**		
	Coeff	S.E	P-Value	Coeff	S.E	P-Value	Coeff	S.E	P-Value

Access finance	0.120	(0.101)	0.238						
Cost of Financing				-0.269**	(0.124)	0.033	-0.275**	(0.110)	0.028
Source of Capital				0.176**	(0.077)	0.025	0.226*	(0.122)	0.029
Collateral Requirement				0.235**	(0.118)	0.049	0.295**	(0.120)	0.039
Firm Size				0.034	(0.083)	0.684	0.015	(0.089)	0.798
Gender (2=Female)							-0.057	(0.156)	0.361
Age (2=26-35)							0.026	(0.211)	0.813
Age (3=36-45)							-0.126	(0.279)	0.983
Age (4=46-55)							-0.755	(0.592)	0.366
Age (5=56+)							-0.290	(0.356)	0.796
Year in Business (2-5)							-0.360	(0.263)	0.507
Year in Business (6-9)							0.216	(0.376)	0.885
Year in Business (10-13)							0.614	(0.881)	0.57
Year in Business (>13)							1.097	(0.941)	0.403
Education (2=Degree)							0.111	(0.201)	0.536
Education (3=Masters)							-0.093	(0.317)	0.668
Education (4=Postgrad)							-0.177	(0.986)	0.843
Education (5=Prof_course)							-0.043	(0.335)	0.697
Education (6=others)							0.146	(0.239)	0.711
Years in baking (6-10)							-0.227	(0.402)	0.065
Years in baking (10+)							-1.244	(0.962)	0.133
Employee Number (5-9)							-0.010	(0.169)	0.973
Employee Number (10-14)							-0.730**	(0.350)	0.020
Employee Number (15+)							-0.011	(0.284)	0.727
Turnover (2=5-10M)							0.366	(0.222)	0.126
Turnover (3=>10M)							0.267	(0.375)	0.559
Ownership (Sole)							-0.244	(0.297)	0.544
Ownership (Partnership)							0.153	(0.150)	0.501
Ownership (Private Ltd)							-0.033	(0.238)	0.418
Branch Number (2-5)							0.272	(0.175)	0.249
Branch Number (6-10)							0.526	(0.368)	0.242
Observations	108			108			108		
R-squared	0.0147			0.1581			0.4411		
Prob>Chi2	0.0036			0.0055			0.003		
	Notes: *a) Robust standard errors in parentheses* *b) *** p<0.01, ** p<0.05, * p<0.1*								

4.2.2.1 Goodness of fit and overall significance of the model

The coefficient of determination, R-squared of the model ranges from 0.0147 (model 1) to 0.4411 (Model 3). For model (1), R-squared implies that the composite measure of access to finance explains 1.4 percent of variation in business growth of women owned businesses. In model (2), R-squared of 0.1581 implies that the various constructs of access to finance including cost of financing, collateral requirement, source of capital and firm size explain 15.8 percent of variations in business growth. On the other hand, model (3) that contains additional control variables, the computed R-squared of 0.4411 implies that the control variables and access to finance explain 44 percent of the variations in business growth.

The probability value (P-value) of the chi-square test across all models ranges from 0.0036 to 0.0055 which implies that it is significant at 99 percent level of confidence since the P-value is less than 0.01. This suggests that the model is of good fit and therefore access to finance and other control variables included in the models explain business growth of women owned bakeries.

4.2.2.2 Regression results

The results in table 4.4 in model (1) indicate that the composite measure of access to finance is positively though not statistically and significantly associated with business growth of women owned bakeries (p-value=0.238; α =0.120). Nonetheless, considering individual measurement constructs of access to finance, the results show a negative and statistically significant relationship between cost of financing and business growth (p-value= 0.033; α =-0.269). The estimated coefficient on cost of financing indicates that an increase in the cost of financing by one unit reduces business growth by 27 percent.

In addition, the results indicate a positive and statistically significant relationship between source of capital and business growth (p-value=0.025; α =0.176). The coefficient of source of capital indicates that when sources of capital increase by one unit, then business growth increases by 18 percent. Regarding collateral requirement, results in table 4.4 show a positive and statistically significant association with business growth (p-value=0.049; α =0.235). The coefficient of collateral requirement implies that women with access to collateral requirement experience business growth as compared to their counterparts without collateral requirement. In summary, our second study objective and hypothesis is met which is: access to finance having a significant relationship with business growth. This is true while considering access to finance measurement constructs of cost of financing, source of capital and the collateral requirement. The positive relationship between access to finance and business growth suggests that women-owned bakeries that have access to finance experience faster growth as compared to those businesses that cannot access finance.

In reference to other control variables, results in table 4.4 show a negative and statistically significant relationship between employee number and business growth (p-value=-0.020; α =-0.730). The estimated coefficient indicates that women owned businesses that use a number of employees between 10 -14 are 73 percent are less likely to experience business growth as compared to their counterparts using 4 or less employees. This could imply that the high labor/employee number may be a contributing factor to slow business growth.

4.3 Testing for mediation role of access to finance

Mediation exists when the independent variable affects the dependent variable indirectly through at least one intervening variable (Preacher & Hayes, 2008). In addition, Baron & Kenny (1986) and Beaujean (2011) provide three conditions which must be fulfilled; i) the independent variable has to be significantly related to the mediating variable, ii) the independent variable has to be significantly related to the outcome variable and iii) the magnitude of the relationship between the independent and the outcome variables must significantly decrease after controlling the mediating variable. For this study, we examine the mediating role of access to finance (whether partial or full mediation) in the relationship between relational capital and business growth of women owned bakeries and the results are presented in table 4.5.

Table 4.5: Testing for the Mediating role of Access to Finance

Paths	Total Effect		Direct Effect		Indirect Effect		Decision
	Coeff	**p-value**	Coeff	**p-value**	Coeff	**p-value**	
Relational Capital→ Access to Finance→ Business Growth	0.851***	0.000	0.857***	0.000	-0.005	0.881	No Mediation
Relational Capital→ Cost of Financing→ Business Growth	0.851***	0.000	0.851***	0.000	-0.007	0.686	No Mediation
Relational Capital→ Source of Capital→ Business Growth	0.851***	0.000	0.804***	0.000	0.047	0.193	No Mediation
Relational Capital→ Collateral Requirement→ Business Growth	0.851***	0.000	0.842***	0.000	0.009	0.810	No Mediation
Relational Capital→ Firm Size→ Business Growth	0.851***	0.000	0.883***	0.000	-0.032	0.499	No Mediation
Note: *** p<0.01, ** p<0.05, * p<0.1							

The regression coefficient for the indirect effect represents the change in business growth for every unit change in relational capital that is mediated by access to finance. From table 4.5, first we consider the path for the mediating role of access to finance between relational capital and the composite measure for business growth. The results indicate a total effect of relational capital = 0.851 without a mediator. This effect is found to be positive and statistically significant at 99 percent level of confidence. The direct effect for relational capital is 0.857 which, while still significant at 99 percent level of confidence is slightly much smaller (by a difference of 0.005) than the total effect.

The indirect effect of relational capital that passes through access to finance is -0.005 but not statistically significant. This implies no mediating role for access to finance between relational capital and business growth. Considering other mediating paths with various measurement constructs of access to finance, that is cost of financing, source of capital, collateral requirement and firm size to business growth; the results are not any different. All mediating paths are found to be insignificant as observed from the coefficients in the indirect effects column. Overall, the insignificant results on the indirect effect imply that objective 3 or research question 3 is not supported. Therefore, access to finance does not mediate the relationship between relational capital and business growth of women owned bakeries in Uganda.

CHAPTER FIVE

DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This chapter summarizes the present research, discusses the main findings and then gives policy recommendations based on the findings. The chapter contains four sections; Section 5.1 presents discussion of the findings; summary of the study is presented in section 5.2 while section 5.3 gives policy implications from the study findings. The chapter is then concluded with recommendations for future research.

5.1 Discussion

Overall, our first objective and research question one is met which is; relational capital is significantly related to business growth. In agreement with Robson and Bennett (2000), the findings indicate three components of relational capital that are particularly important for business growth. These include; customer relational capital, supplier relational capital and employee relational capital. On the other hand, there was no significant relationship between community relational capital, government relational capital as well as competitor relational capital. As noted before, we observed that the customer relational capital stood out over Supplier and Employee Relational Capital. This is in line with Dzinkowski (2000) who suggests that business owners who maintain and observe good customer relation capital possibly through maintaining strong external connections in terms of customer loyalty and goodwill are able to meet customer needs and thereby grow their customer base which is keen to business growth.

Similarly, consistent with the results of Yu et al. (2020) the findings from the study indicate that maintaining good supplier relation in women owned businesses is critical for growth. Therefore, building trust and friendship and maintaining close interactions with suppliers is necessarily for improved business growth. Women in business must materialize the relational capital by motivating suppliers to cooperate and invest in their business practices. It is envisioned that supplier relational capital can improve physical and information flows and facilitate the exchange of knowledge and resources in supply chains which is also key in achieving growth in women owned businesses. Furthermore, maintaining good employee relational capital is critical for business growth since through such relations, employee satisfaction is expected to increase which eventually leads to employee retention a key component of business growth. Good employee relations offer opportunities of exploring employee creativity which improves productivity and overall, enhance business growth.

Overall, literature on relational capital including studies done by Ngari (2014) and Basirat Baygi et al. (2011), show that relational capital is key in strengthening employee-customer as well as business-supplier relationships. Such relationships or interactions aid business knowledge exchange which is key to business growth. This argument is consistent with that presented by Bagher Taghieh et al. (2013) who attaches the value of a business to accumulated knowledge from third parties. Overall, relational capital avails knowledge and skills that are critical in developing business learning processes and other production activities that aid business growth. According to Farouk and Saleh (2011), knowledge derived through embracing business and social relational capital may result in process innovations that are fundamental in reducing production bottlenecks, increasing output and reducing variations.

Relational capital is also key in reducing organizational costs since it aids fast information processing capacity. For example; Onakoya et al. (2013) argues that trust in relationships among employees and within suppliers and customers facilitates both efficient exchange of information by reducing the need for time consuming and costly monitoring and effective exchange of information by removing the perceived need to veil or hide sensitive information. Relational capital is key in increasing the market share of businesses since it positively impacts on customer satisfaction by enhancing customer benefits through increased quality thus creating value for the customers. Increased market share leads to increased business growth (Zeghal & Maaloul, 2010). Thus, in order for women businesses to grow and gain a competitive advantage on market, then they ought to embrace business and social relational capital in the day to day running of their businesses.

The finding of access to finance being significantly related to business growth is consistent with Demirguc-Kunt et al. (2015); Fowowe (2017) and Nkurunziza (2008). The result may imply that women-owned bakeries with access to finance are adequately equipped with the necessary financial capital to aid them in funding expansionary investment opportunities and thus being able to meet future increase in sales demand of their products or services. Indeed, literature confirms that businesses that are financially constrained encounter slow growth while those that have financial access easily allocate resources and have reduced cash flow problems thereby increasing their growth potential (Atieno, 2009; Nkurunziza, 2008; Demirguc-Kunt et al., 2015; and Goedhuys & Veugelers, 2012).

The study findings show no full or partial mediation between relational capital and business growth through access to finance since all the coefficients on the indirect effect of relational capital through access to finance on business growth were found to be statistically insignificant. These results are quite similar to those of Cucculelli et al. (2019) who fail to find evidence on the relationship between relational capital and business growth. On the other hand, Talavera, Xiong & Xiong (2012), suggest that access to finance plays a mediation role between social relations and business growth. Intuitively the result may imply that while access to finance in a necessary condition for business growth, relational capital on the other hand is more critical and plausibly a sufficient condition for business growth of women owned enterprises. This is because relational capital is envisioned to reduce organizational costs by increasing an organization's information processing capacity. Trust in relationships among employees and within suppliers and customers facilitates both efficient exchange of information by reducing the need for time consuming and costly monitoring and effective exchange of information by removing the perceived need to veil or hide sensitive information (Onakoya et al., 2013). On the other hand, relational capital is instrumental in enhancing customer benefits by helping to increase quality, reliability and flexibility creating value for the customers through production and service delivery process innovations (Navaretti, Castellani &Pieri, 2014).

5.2 Conclusion

The major aim of this research was to contribute to a body of literature on the relationship between relational capital, access to finance and business growth of women owned bakeries in Kampala, Uganda and also guide in the effective design and implementation of micro policies targeting women owned businesses. Particularly, with business growth as the main variable of interest, three specific objectives were addressed in this research, that is; a) To examine the relationship between relational capital and business growth of women owned bakeries; b) to establish the relationship between access to finance and business growth of women owned bakeries, and c) to examine the mediating role of access to finance in the relationship between relational capital and business growth of women owned bakeries.

The study mainly used primary data which was collected from a sample of 108 selected licensed women owned bakeries using a self-administered questionnaire. Responses to the questions were anchored on a 5point Likert scale ranging from; 5-strongly agree,4-agree,3-notsure,2-disagree and

1-strongly disagree. The research findings highlight the role of relational capital and access to finance on business growth. Specifically, the results reveal that relational capital has a positive and statistically significant relationship with business growth. Considering the different measures of relational capital, the findings from the study particularly indicate customer capital, supplier capital and employee capital to significantly and positively affect business growth. Therefore, the first research objective which entails assessing the relationship between relational capital and business growth is achieved.

Regarding the relationship between access to finance alongside its different constructs and business growth, the findings reveal a negative and statistically significant relationship between cost of financing and business growth. On the contrary, results indicate a positive and statistically significant relationship between the source of capital and business growth. Similarly, there is a positive and statistically significant relationship between possession of collateral requirement and business growth. In summary, the study's second objective which is to examine the relationship between access to finance and business growth is also achieved.

The third study objective involved assessing the mediating role of access to finance in influencing the relationship between relational capital and business growth. Indeed, from the research findings, evidence points to no mediation between relational capital and business growth through access to finance. This is because all the coefficients on the indirect effect of relational capital through access to finance on business growth were found to be statistically insignificant.

In reference to other control variables and their effect on business growth, there is evidence from the study that variables such as; age, number of years one has spent doing business, number of years in baking, number of employees and the number of branches significantly affect business growth. More specifically, findings show that women in the age bracket of 36-45 years are 42 percent less likely to experience business growth compared to their counterparts who are less than 25 years of age. Regarding experience of doing business, women who have spent more than 13 years doing business are more likely to experience business growth in their bakeries compared to their counterparts whose business experience ranges between 2-5 years. Women who have spent 6-10 years doing business are 31 percent more likely to experience growth compared to their counterparts who have spent 2-5 years in the bakery business. Conversely, women who have spent more than 10 years in the bakery business are less likely to experience business growth compared to those who have been in the bakery business for 2-5 years. Moreover, women owned businesses that use a number of employees between 10 - 14 are 97 percent less likely to experience business growth as compared to their counterparts using 4 or less employees. Furthermore, women who operate 2-5 branches are 31 percent more likely to experience business growth compared to their counterparts who operate a single bakery branch.

5.3 Policy Recommendations

The research findings provide new insights that are critical for appropriate policy formulation to support growth of women owned bakeries in Uganda. Based on the evidence from the study that relational capital plays an important role in improving business growth;

i) Women in business ought to implement strategies or measures geared towards improving relational capital. Such measures should emphasize the role of customer capital, supplier capital and employee capital as these types of relational capital were found to be key in improving business growth. As relational capital is intangible and hence difficult to be developed, women owned businesses can use relational structures as a vehicle to develop relational capital. By developing relational structures, processes and systems relevant for particular customer relationships, women owned business can facilitate the development of relational capital. Therefore, the results suggest that women in business should carefully segment their clientele and allocate their resources to relationships that seem to have the most growth potential.

ii) The results reveal that for women owned businesses to grow, they must have access to credit. Therefore, this finding calls for policies aimed at overcoming obstacles in obtaining finance as well as making financial services accessible and affordable through viable credit mechanisms to support and strengthen the capacity of women owned businesses.

5.4 Limitations of the Study

i) The time horizon that was used (cross sectional) in the study of only collecting data at a point in time, therefore providing views as of when the study might have been carried out. However, the researcher encouraged staff to provide as much information as possible during the data collection with the respondents.

ii) The study used a closed ended questionnaire which required the respondents to provide responses on the items contained in the tool. This might not give a chance to the respondents to provide more information beyond what is contained in the questionnaire which limits the respondents' ability to provide more information about the study. To address this, the tool was moderated by experts to ensure that it is able to collect complete data for the study.

iii) The scales in the questionnaire were adopted from other studies conducted in different environments other than Uganda, which is likely to cause bias. The researcher involved experts in the fields of accounting and finance to moderate the scales adapted to fit the local environment.

iv) The sampling methods that was adopted by the study eliminates key informant interviews and Focus group discussions during the sample selection process. In this regard, key in-depth insights in line with the subject under study may be not be captured in the report. However, the researcher addressed this shortfall by intuitively capturing all the required indicators in the questionnaire to obtain all relevant information while achieving the study objectives from the representative samples.

5.5 Areas of Future Research

This study has some limitations; it had a relatively small sample of 108 women owned bakeries, which limits the generalizability of the results. Future studies could take advantage of an expanded sample of women owned business across various sectors and examine the possible variations of the relationship between relational capital and business growth. Other than customer, supplier, employee, community, government and competitor measures of relational capital, future studies could also investigate the relationship other dimensions of relational capital such as intellectual capital, structural capital on business growth. With availability of time element data on women businesses possibly yearly data, future studies could also examine how relational capital and access to finance affects the survival (or death) of women owned businesses in Uganda.

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APPENDICES

APPENDIX A: Questionnaire

Dear respondent,

I am a student at Makerere University pursuing a Master of Science in Accounting and Finance. I am researching on Relational Capital, Access to Finance and Business Growth of Women Owned Bakeries in Kampala-Uganda. Given your unique experience and position in Uganda's private sector, you have been chosen purposely for the study. Your response is therefore very instrumental to the success of my project. Kindly assist by answering the following questions as honestly as possible. The data sought shall be purely for research purpose and will therefore be treated with anonymity and utmost confidentiality.

Section A: Personal Profile

Kindly tick (√) the appropriate answer option.

1. What is your gender?

Male	Female

2. Your Age of Range

<25yrs	26-35yrs	36-45yrs	46-55yrs	56yrs and above

3. How long have you been involved in business?

< 1 year	2 – 5yrs	6 –9yrs	10 – 13yrs	>14yrs

4. Your highest level of education

Diploma	Degree	Masters	Postgraduate diploma	Professional qualification	other

Section B: Company Characteristics:

Kindly tick (√) the appropriate answer option

5. Years of operation of the bakery

2-5yrs	6-10yrs	10yrs & above

6. Number of employees at the bakery

2-4	5-9	10-14	15 & above

7. Annual turnover for the bakery

<5m	5-10m	>10m

8. Legal ownership of the bakery

Sole Proprietorship	Partnership	Private Limited	Others

9. Number of branches of the bakery

1	2-5	6-10	>10

Section C: Relational Capital

Please indicate the extent to which you agree or disagree with the statements below

Key: 1=SD-strongly disagree; 2=D-disagree; 3=NS- not sure; 4=A-agree and 5=SA-strongly agree

Business Relational Capital	**SD**	**D**	**N**	**A**	**SA**
We take our services nearer to customers	1	2	3	4	5
We are highly royal to our customers	1	2	3	4	5
We have good relationships with our customers	1	2	3	4	5
Existing customers help us to get new customers	1	2	3	4	5
We pay our suppliers on agreed terms	1	2	3	4	5
Supplier opinions help the company to improve product quality	1	2	3	4	5
Contracts signed with suppliers are always beneficial to both parties	1	2	3	4	5
We assess future customer needs as a team	1	2	3	4	5
Solutions to problems are found through staff idea sharing	1	2	3	4	5
Staff relationships with senior managers are good	1	2	3	4	5
Line managers mentor their subordinates	1	2	3	4	5
Social Relational Capital	**SD**	**D**	**N**	**A**	**SA**
Our corporate brand is stronger than others	1	2	3	4	5
We are a reputable company	1	2	3	4	5
Our company recognizes the value of competition & general public	1	2	3	4	5
We quickly to respond to significant changes in market	1	2	3	4	5
We offer a wide range of products	1	2	3	4	5

A sizeable portion of the budget is devoted to corporate social responsibility	1	2	3	4	5
We have a good relationship with the community	1	2	3	4	5
We receive support from government agencies	1	2	3	4	5
We have a good relationship with government	1	2	3	4	5

Section D: Access to Finance
Please indicate the extent to which you agree or disagree with the statements below

Key: 1=SD-strongly disagree; 2=D-disagree; 3=NS- not sure; 4=A-agree and 5=SA-strongly agree

Items	SD	D	N	A	SA
Firm size					
Ability of firms to access finance is associated with the size of the firm	1	2	3	4	5
Firm size is an important influencer in accessing loans	1	2	3	4	5
Financial institutions deny firms credit because of their size.	1	2	3	4	5
The amount of credit we access is based on size of the company	1	2	3	4	5
Sources of capital	**SD**	**D**	**N**	**A**	**SA**
We always get the funds requested from banks	1	2	3	4	5
We regularly borrow from banks	1	2	3	4	5
We are always contented with the maximum amount of credit to us	1	2	3	4	5
We borrow short term loans	1	2	3	4	5
We are always provided the full amount applied for.	1	2	3	4	5
We access all kinds of credit we normally request from financial institutions	1	2	3	4	5
We source all our finance from financial institutions only	1	2	3	4	5
Collateral requirements	**SD**	**D**	**N**	**A**	**SA**
We possess the required collateral to borrow	1	2	3	4	5
We adhere to the set procedures for credit acquisition	1	2	3	4	5
It is not easy to access a loan without collateral the first time	1	2	3	4	5
Collateral requirement is compulsory for loan accessibility	1	2	3	4	5
Collateral is an important factor in granting loans by financial institutions	1	2	3	4	5
Cost of financing	**SD**	**D**	**N**	**A**	**SA**
We often encounter delays in the borrowing process	1	2	3	4	5
We perceive credit to be a risky venture	1	2	3	4	5
High transaction costs hinder us from accessing credit	1	2	3	4	5
We do not borrow when interest rates are high	1	2	3	4	5
Financial institutions use complicated procedures for firms to access credit	1	2	3	4	5

Section E: Business Growth

Please indicate the extent to which you agree or disagree with the statements below

Key: 1=SD-strongly disagree; 2=D-disagree; 3=NS- not sure; 4=A-agree and 5=SA-strongly agree

Items	**SD**	**D**	**NS**	**A**	**SA**
Asset					
We have a wide branch network	1	2	3	4	5
Our asset base has grown	1	2	3	4	5
The revenues of the company have increased	1	2	3	4	5
The company's product line has grown	1	2	3	4	5
Our products can be easily identified by customers	1	2	3	4	5
Sales	**SD**	**D**	**N**	**A**	**SA**
Our sales volumes have been growing for the last 3 years	1	2	3	4	5
Our sales turnover has grown	1	2	3	4	5
Our customer base has increased	1	2	3	4	5
The sales volumes of our company have increased	1	2	3	4	5
At the company, the sales revenues have increased	1	2	3	4	5
At the company, customers purchasing frequencies have improved	1	2	3	4	5
Our company's potential customer base has improved	1	2	3	4	5
Market share	**SD**	**D**	**N**	**A**	**SA**
Our customer base has growth	1	2	3	4	5
At the company, product demand has increased	1	2	3	4	5
Our company is more competitive than before	1	2	3	4	5
Our company has a higher market value	1	2	3	4	5

Thank you

Appendix B: Correlation matrix for other variables in the model

Variables	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29
1.Business growth	1.0																												
2.Gender (2=Female)	-0.0	1.0																											
3.age (2=25-35 years)	-0.1	-0.0	1.0																										
4.age (3=36-45 years)	0.1	0.1	-0.43*	1.0																									
5.age (4=46-55 years)	-0.1	-0.0	-0.2	-0.1	1.0																								
6.age (5=56 years+)	-0.1	0.1	-0.2	-0.1	-0.0	1.0																							
7.years in biz (2-5)	0.1	-0.1	0.28*	-0.1	-0.22*	-0.1	1.0																						
8.years in biz (6-9)	0.1	0.2	-0.1	0.19*	0.1	-0.1	-0.48*	1.0																					
9.years in biz (10-13)	0.1	-0.1	-0.1	0.1	-0.0	-0.0	-0.2	-0.1	1.0																				
10.years in biz (>13)	-0.1	0.1	-0.1	-0.0	0.45*	0.45*	-0.32*	-0.1	-0.0	1.0																			
11.Education (Diploma)	0.0	0.2	-0.1	0.0	0.1	-0.1	0.2	-0.1	-0.1	-0.1	1.0																		
12.Education (Degree)	-0.0	0.1	0.0	-0.1	-0.0	0.1	0.1	-0.0	-0.1	0.0	-0.39*	1.0																	
13.Education (Masters)	0.0	0.0	0.1	0.1	-0.0	-0.0	-0.0	-0.1	-0.0	0.33*	-0.1	-0.19*	1.0																
14.Education (Post)	-0.0	0.1	0.0	0.1	-0.0	-0.0	0.1	-0.1	-0.0	-0.0	-0.1	-0.1	-0.0	1.0															
15.Education (profe)	-0.0	-0.0	-0.1	0.1	0.2	-0.0	-0.2	0.25*	0.24*	0.1	-0.1	-0.23*	-0.1	-0.0	1.0														
16.Education (others)	0.1	0	-0.0	-0.1	-0.1	0.0	-0.1	0.0	0.1	-0.1	-0.26*	-0.51*	-0.1	-0.1	-0.2	1.0													
17.Yearsbaking (2-5)	0.20*	0.1	0.28*	-0.0	-0.20*	-0.1	0.83*	-0.38*	-0.0	-0.29*	0.2	-0.0	0.0	0.1	-0.1	-0.1	1.0												
18.Yearsbaking (6-10)	0.1	0.1	-0.1	0.1	0.1	-0.1	-0.33*	0.73*	-0.1	-0.1	-0.0	0.0	-0.1	-0.1	0.21*	0.0	-0.49*	1.0											
19.Yearsbaking (>10)	-0.1	0.0	-0.1	0.0	0.38*	0.38*	-0.30*	-0.1	0.22*	0.86*	-0.1	0.0	0.27*	-0.0	0.1	-0.1	-0.33*	-0.1	1.0										
20.Employee no (5-9)	-0.0	0.0	0.1	0.0	0.0	0.27*	0.0	0.1	-0.1	0.21*	-0.2	-0.1	0.1	-0.1	0.34*	0.0	0.1	0.0	0.1	1.0									
21..Employee no (10-14)	-0.2	0.0	0.1	0.0	-0.0	-0.0	-0.0	0.19*	-0.0	-0.1	0.1	-0.0	-0.0	-0.0	-0.1	-0.0	-0.1	0.28*	-0.1	-0.1	1.0								
22..Employee no (>15)	0.21*	-0.2	-0.0	-0.1	0.1	-0.1	-0.1	0.2	-0.0	0.1	-0.1	0.1	0.1	-0.0	-0.1	-0.0	-0.2	0.23*	0.2	-0.20*	-0.1	1.0							
23.Turnover (5-10M)	0.20*	0.1	0.27*	-0.0	-0.0	-0.1	0.27*	0.0	0.0	-0.1	0.1	0.0	-0.0	0.0	0.0	-0.2	0.27*	0.2	-0.2	0.26*	0.1	-0.1	1.0						
24.Turnover (>10M)	0.1	-0.2	-0.0	0.1	0.1	0.24*	-0.25*	0.31*	0.1	0.34*	-0.19*	0.1	0.1	-0.1	0.1	-0.0	-0.25*	0.2	0.46*	-0.0	0.1	0.48*	-0.37*	1.0					
25. Partnership	-0.0	-0.1	-0.1	0.1	0.1	-0.1	-0.1	0.0	0.1	0.0	0.0	0.0	0.0	-0.1	0.21*	-0.1	-0.0	0.0	-0.0	0.1	0.0	-0.0	-0.1	-0.0	1.0				
26.Private Ltd	0.33*	-0.1	0.1	-0.1	-0.1	0.0	0.19*	-0.0	-0.1	-0.2	0.1	-0.0	-0.1	-0.1	-0.0	0.1	0.21*	-0.0	-0.19*	-0.0	0.0	-0.1	0.1	-0.0	0.28*	1.0			
27.Others	-0.0	-0.19*	-0.1	-0.1	0.1	-0.1	-0.1	0.0	-0.1	-0.1	0.2	-0.19*	-0.1	-0.1	-0.1	0.20*	-0.20*	0.1	-0.1	-0.1	0.0	0.1	-0.0	-0.1	-0.2	-0.27*	1.0		
28. No_branches (2-5)	0.1	-0.2	-0.1	-0.0	0.22*	0.1	-0.1	0.1	0.1	0.21*	-0.0	-0.1	0.1	-0.1	0.27*	-0.0	-0.2	0.22*	0.1	-0.0	0.1	0.27*	-0.2	0.40*	0.1	0.1	-0.1	1.0	
29. No branches (>10)	0.1	-0.2	-0.1	-0.0	-0.0	-0.0	0.1	-0.0	-0.0	-0.0	-0.0	0.1	-0.0	-0.0	-0.0	-0.1	-0.1	0.23*	-0.0	-0.1	-0.0	0.30*	0.1	-0.0	-0.0	-0.1	0.24*	-0.0	1.0

Note: 1=Business growth; 2=Gender (2=Female); 3=age (2=25-35 years); 4=age (3=36-45 years); 5=age (4=46-55 years); 6=age (5=56 years+); 7=years in business (2-5); 8=years in business (6-9); 9=years in business (10-13); 10=years in business (>13); 11=Education (Diploma); 12=Education (Degree); 13=Education (Masters); 14=Education (Post);15=Education (professional courses); 16=Education (others); 17=Years in baking (2-5); 18=Years in baking (6-10); 19=Years in baking (>10); 20=Employee no (5-9); 21=Employee no (10-14); 22=Employee no (>15); 23=Turnover (5-10M); 24=Turnover (>10M); 25=Partnership; 26=Private Ltd; 27=Others; 28=Number of branches (2-5); 29= Number of branches (>10)

Appendix C: Factor Analysis

Relational Capital	Component					
	1	2	3	4	5	6
We are highly royal to our customers	.905					
We have good relationships with our customers	.862					
Existing customers help us to get new customers	.720					
We pay our suppliers on agreed terms		.742				
Supplier opinions help the company to improve product quality		.677				
We assess future customer needs as a team		.580				
Staff relationships with senior managers are good		.579				
Line managers mentor their subordinates		.566				
We quickly to respond to significant changes in market			.733			
We offer a wide range of products			.630			
Contracts signed with suppliers are always beneficial to both parties			.537			
Our company recognizes the value of competition & general public				.755		
We have a good relationship with the community				.745		
We receive support from government agencies					.738	
Our corporate brand is stronger than others					.495	
A sizeable portion of the budget is devoted to corporate social responsibility					.445	
We are a reputable company					.441	
We have a good relationship with government						.855
Solutions to problems are found through staff idea sharing						.474
Eigen Values	***5.773***	***1.901***	***1.376***	***1.231***	***1.110***	***1.055***
α	***0.861***	***0.774***	***0.595***	***0.486***	***0.516***	***0.430***
KMO =	0.766					
Bartlett's Test of sphericity (P-values)	0.000					
Variance	65.5 Percent					

Access to Finance	Component			
	1	2	3	4
High transaction costs hinder us from accessing credit	.859			
Financial institutions use complicated procedures for firms to access credit	.839			
We do not borrow when interest rates are high	.838			
We perceive credit to be a risky venture	.711			
Collateral is an important factor in granting loans by financial institutions	.646			
We are always provided the full amount applied for		.784		
We access all kinds of credit we normally request from financial institutions		.775		
We are always contented with the maximum amount of credit to us		.752		
We always get the funds requested from banks		.714		
We borrow short term loans		.410		

We possess the required collateral to borrow			.768	
It is not easy to access a loan without collateral the first time			.646	
We adhere to the set procedures for credit acquisition			.627	
Collateral requirement is compulsory for loan accessibility			.604	
Ability of firms to access finance is associated with the size of the firm				.818
Firm size is an important influencer in accessing loans				.739
The amount of credit we access is based on size of the company				.687
Financial institutions deny firms credit because of their size.				.619
We source all our finance from financial institutions only				
We regularly borrow from banks				
Eigen Values	7.557	2.709	1.920	1.171
α	0.874	0.824	0.845	0.767
KMO =	0.818			
Bartlett's Test of sphericity (P-values)	0.000			
Variance	68.7 Percent			

Business Growth			
	Component		
	1	2	3
Our company is more competitive than before	.839		
Our customer base has growth	.814		
At the company, product demand has increased	.743		
Our company has a higher market value	.734		
Our company's potential customer base has improved	.669		
Our customer base has increased	.651		
Our sales turnover has grown	.603		
Our sales volumes have been growing for the last 3 years	.577		
The company's product line has grown	.571		
Our asset base has grown	.516		
At the company, the sales revenues have increased		.844	
The sales volumes of our company have increased		.834	
At the company, customers purchasing frequencies have improved		.810	
We have a wide branch network			.883
Our products can be easily identified by customers			.653
The revenues of the company have increased			.490
Eigen Values	9.437	1.099	1.011
α	0.944	0.896	0.704
KMO =	0.911		
Bartlett's Test of sphericity (P-values)	0.000		
Variance	72.2 Percent		

Appendix D: Licensed Women Owned Bakeries in Kampala Capital City Data Base 2015-2019

No	Customer name	Business name	Division Name
1	Judith Namakhongye	Caromatt Cake World	Central Division
2	Betty Kyokushaba	Betinna Confectionary Shop	Central Division
3	Nusifat Nanah Nakakande	Nana's Ice Cream & Confectionary	Central Division
4	Esther Nyanjura	Reso Kate Confectionaries	Central Division
5	Jean Sharlon Emakanya	Sumore Confections	Central Division
6	Saudah Naluyima	Crunchbites Confectioners	Central Division
7	Hindu Namugambe Kizito	Hindu Perfect Confectionary	Central Division
8	Lunkuse Sarahh	Ivano's Confectionary	Central Division
9	Annah Luyima	Annah Luyima Confectionary	Central Division
10	Betty Kyokushaba	Bettina's Confectionary	Central Division
11	Prossy Semakula	Remi Confectionery	Central Division
12	Mariam Namukisa	Wings Bread & Millers Business Centre	Central Division
13	MeboNakato	Nakato Mebo Snack Centre	Central Division
14	Jacqueline Nalubega	Jacques Cakes And Cookies	Central Division
15	Winnie Nansambu	Gava Food & Snacks Restaurant	Central Division
16	Saphira Kihembo	Betterline Snacks Centre	Central Division
17	Winfred Komugisha	Shalom Snacks Centre	Central Division
18	Grace Zalwango	Pink's Restaurant & Snacks	Central Division
19	Ann Mutesi	Quality Snacks	Central Division
20	Bridget Akamanya	Slice Life Bakers	Central Division
21	Susan Mugimu	The Cake family	Central Division
22	Deana Mugimu	Cakes & Confectionaries	Central Division
23	Christine Muziire	Hadar Enterprises	Central Division
24	Munira Gilani	Gilani Confectionaries Limited	Central Division
25	Daphny Natangaza	Karveli Limited	Central Division
26	Annitah Tindyebwa	Bakery Corner	Central Division
27	Margret Mayanja Kobusingye	Jgcines Bakery	Central Division
28	Harriet Kakonge	NHK Home Bakery	Central Division
29	Carol Mujuni	Corol"s cakes and treats	Central Division
30	Hannifer Hussein	Hannifer's Bakery	Central Division
31	Juliana Kanyesige	Brilliant Cakes	Central Division
32	Emilly Kukunda	Easy Bite Confectionary	Kawempe Division
33	Jackline Mabarire	Bethel Confectionery	Kawempe Division
34	Emilly Kukunda	Easy Bite Confectionery	Kawempe Division
35	Catherine Nasubuga	Kidawalime Bread	Kawempe Division
36	Hajarah Namazzi	Halal Snacks	Kawempe Division
37	Elizabeth Wenene	Moonlight Sweet Snacks	Kawempe Division
38	Caroline Magambo	Mega Bites Diner	Kawempe Division
39	Pauline Khainza	Sunshine Drinks & Bites	Kawempe Division
40	Deborah Kisakye	Mwesigwa Confectioners (U) Limited	Kawempe Division
41	Phillipa Ruth Namirembe	Confectioners (U) Limited	Kawempe Division
42	Dorcus Inzikuru	Inzikuru Education Centre Limited	Kawempe Division

No	Customer name	Business name	Division Name
43	Norah Mugisha Baluku	Kava Fine Cake & Cookies Ltd	Kawempe Division
44	Joan Nekesa	The Cake Zone Limited	Kawempe Division
45	Ruth Namukasa	Bethesda Confectioneries	Kawempe Division
46	Mercy Tumuhairwe	Wandeley Cake Sales	Kawempe Division
47	Rose Kwesiga	Mesenn Cake World	Kawempe Division
48	Racheal Wannyana	Corner Cakes & Pastry	Kawempe Division
49	Olivia Namuddu	Confectionary Shop	Kawempe Division
50	Esther Madina	Enjoy Mart	Kawempe Division
51	Peace Kihumuro	Almonds	Kawempe Division
52	Patience Nakiwala	Krepa Foods	Kawempe Division
53	Joan Musiime	Divine Mercy Cakes	Kawempe Division
54	Juliana Kibuuka	Delight cakes and confessionary	Kawempe Division
55	Dianah Desire Mushabe	Cake Villa	Makindye Division
56	Mary Nangobi	The Cake Bread & Snacks Limited	Makindye Division
57	Margaret Mbekeka	Cake Leavened	Makindye Division
58	Cake Choice Limited	Cake Choice Limited	Makindye Division
59	Lydia Agondeze	Agolydiz Confectionary	Makindye Division
60	Suzan Mutebi Nakintu	Joy Super Shoppers	Makindye Division
61	Fatmah Abdallah	Umi's Confectionery	Makindye Division
62	Doreen Kusasira	Creamy Cakes And Confectionery	Makindye Division
63	Joyce Jannet Nankya	Marcus Confectionery	Makindye Division
64	Sandra Gabula	Dominion Confectionery	Makindye Division
65	Victoria Bayiga	Isiah 45 Snacks & Beverage Hub	Makindye Division
66	Mary Nangobi Kafuko	The Cake Bread & Snacks Limited	Makindye Division
67	Elizabeth Kagu Wanja	Abby's Cookies	Makindye Division
68	Sarah Wasajja	Bread And Pastries	Makindye Division
69	Rebecca Nabwire Catherine	Citiwrap Snacks & Fruit Café	Makindye Division
70	Shamim Kasasa	Enjoyable Bites Corner	Makindye Division
71	Jeniffer Kyomugisha	Bites Restaurant	Makindye Division
72	MwajumaKitenyi	Super Bite Take Away	Makindye Division
73	Margaret Kigundu	Sweet Temptations Limited	Makindye Division
74	Suzan Mutebi	Joy Super Shoppers	Makindye Division
75	Grace Musiime	Las Vegas Garden Hotel	Makindye Division
76	Gertrude Sanyu	Chefette Bakers	Makindye Division
77	Olivia Infield	Infield Cakery-SMC Ltd	Makindye Division
78	Enid Pamela	Tender Loaf Bakery Ltd	Makindye Division
79	Margaret Kigundu	Sweet Temptations Limited	Makindye Division
80	Sukaria Wadia	Mawaal Restaurant & Bakery Limited	Makindye Division
81	Phiona Namutebi	Namutebi Bakers And Snacks	Makindye Division
82	Phiona Katuma	Cake Doctor	Makindye Division
83	Moreen Nabiryako	Slice Bakery	Makindye Division
84	Umwiza Shakiran	Unity Bakery	Makindye Division
85	Norah SemakulaNanfuka	Norah Cakes & Bakes	Makindye Division
86	Joyce Joseph Katonga	Joy's Bakery & Confectionary	Makindye Division

No	Customer name	Business name	Division Name
87	Hawa Mbabazi	Meener Bakery	Makindye Division
88	Sandra Semukaaya	Next Level Confectionary	Makindye Division
89	Joyce Ainebyona	Honey's bakery	Makindye Division
90	Phiona Ntegyereize	Snack N' Cake Planet	Nakawa Division
91	Sarah MugabiKukiriza	Your Sweet Cake Confectionaries	Nakawa Division
92	Judith Mercy Nyirinkindi	Judy's Cake Haven	Nakawa Division
93	Annet Kayagakaddu	Mirembe Cake House	Nakawa Division
94	Racheal Namirimu	Royale Confectionery	Nakawa Division
95	Jackline KintuNantongo	DJ Confectioners	Nakawa Division
96	Agnes Mugizi	Mugizi Aggie's Snack Room	Nakawa Division
97	Doreen Karungi	Mojesu Bakers	Nakawa Division
98	Immaculate Ntalo	City Loaf Limited	Nakawa Division
99	Barbara Kirunda Tabusibwa	Sweetly Defined Limited	Nakawa Division
100	Perl Samantha	Zion Delights Limited	Nakawa Division
101	Penina Twesigye	Zion Delights Limited	Nakawa Division
102	Namulo Faridah	Tasty Suggestions Bakery Ltd	Nakawa Division
103	Rebecca Kangabe	Mucha Foods	Nakawa Division
104	SumayaNamazzi	Cake Away-SMC Ltd	Nakawa Division
105	Sophie Nkuutu	Michaela Foods And Beverages Limited	Nakawa Division
106	Eunice Winyi	Divine Touch Confectionery And Bakery Limited	Nakawa Division
107	Patience Muwanguzi	Azalea Pink -SMC Limited	Nakawa Division
108	Calorine Nansubuga	Caroline's Cupcakes-SMC Limited	Nakawa Division
109	Rahma Kahunde	Rah's Cup Cakery	Nakawa Division
110	Ruth Balemezi	Ginarme Bakery And Confectionery Limited	Nakawa Division
111	Jennifer Musisi	The Cake Lady Company Limited	Nakawa Division
112	Shallot Natukunda	Supreme Delight Limited	Nakawa Division
113	CissyKirage	The Cake Palace	Nakawa Division
114	Sheila Yolandaleta	My Destiny Bakery	Nakawa Division
115	Shanita Ransinguza	GCOS Restaurant And Bakery	Nakawa Division
116	Cake Away-Smc Ltd	Cake Away-SMC Ltd	Nakawa Division
117	Margret Nansamba	Pal & Precious Bakery	Nakawa Division
118	Marion Kwizera Kamahoro	Kanyana's Bakery	Nakawa Division
119	Immaculate Kyomuhendo	Imma's Delicious Creations	Nakawa Division
120	Zuena Ssalikirema	Zuena Cakes &Décor	Nakawa Division
121	Bridget Sanyu	Granny's Confectionery	Nakawa Division
122	Annet Kayagakaddu	Mirembe Cake House	Nakawa Division
123	Sophie Nkuutu	Michaela Foods And Beverages Limited	Nakawa Division
124	Scovia Asiimwe	Bakery Heart	Nakawa Division
125	Pearl Samantha	JKS Sprinkles Confectionary	Nakawa Division
126	Azalea Pink -Smc Limited	Azalea Pink -SMC Limited	Nakawa Division
127	Kaganzya Ninsiima Diana	Bake My Day	Nakawa Division
128	Viola Nomugisha	Jabali Confectionaries	Nakawa Division
129	Hong Yun Food Limited	Hong Yun Food Limited	Nakawa Division

No	Customer name	Business name	Division Name
130	Esnance Namaemba	Moba Enterprises Limited	Nakawa Division
131	Marion KwizeraKamahoro	Kanyana's Bakery	Nakawa Division
132	Aidah Sseruwu	Span Bakers	Nakawa Division
133	Sumaya Abdalla	Kitante .K. Bakery	Nakawa Division
134	Ajilong Donna	Cake signature	Nakawa Division
135	Stella Nakigudde	Crispy Cake & Ice Cream	Rubaga Division
136	Stella Nakigudde	Crispy Cake & Ice Cream	Rubaga Division
137	Jane Claire Nantumbwe	Trinity Confectionary Retail Shop	Rubaga Division
138	Ruth Nakabugo	Luica's Confectionary	Rubaga Division
139	Peacen Abacwa	Mepa Confectionary	Rubaga Division
140	Sarah Nakityo Kivumbi	Smile Confectionary	Rubaga Division
141	Maria Mande	WediAshmi Bread Seller	Rubaga Division
142	Lydia Josephine Najjonje	Mama Biscuit Shop	Rubaga Division
143	Grace Atuhaire	Nice Tea And Snacks	Rubaga Division
144	Lucy Kvagabane	Lucy Snack Centre	Rubaga Division
145	Prossy Margaret Kuteesa	Da Flavors Restaurant & Snacks	Rubaga Division
146	Allen Nakajjigo	Noble Pals Fast Food & Snacks	Rubaga Division
147	Rebecca Sikoya	Snacks Deli	Rubaga Division
148	Jane Kakooza	Rahama Meals And Snacks	Rubaga Division
149	Annet Mpumwire	Fresh Foods Restaurant	Rubaga Division
150	Grace Kyarisima	Tamcro Enterprises Ltd	Rubaga Division
151	Doreen Metta	Cake Empire Limited	Rubaga Division
152	Hellen CiderellaNawatene	Treats & More Uganda Limited	Rubaga Division
153	Claire NambiKintu	Image Creations Limited	Rubaga Division
154	Edith Nansaba	Dairy Loaf Bakery Limited	Rubaga Division
155	Priscilla Mugerwa	Cilla's Oven Limited	Rubaga Division
156	HawaLule	Family Bakery Limited	Rubaga Division
157	NurudinJaffari Mutebi	Hudah Confectionary	Rubaga Division
158	Hellen Ciderella	Treats & More Uganda Limited	Rubaga Division
159	Juliet Rujumba Katushabe	JJZ Fresh Bakers	Rubaga Division
160	Khadija Nalumansi	Jensen Best Bakery & Confectioneries	Rubaga Division
161	Josephine Nakitende	Kaddosh Café	Rubaga Division
162	Allen Mutungi	Sarah's Cakes & Accessories Limited	Rubaga Division
163	Ruth Ssekandi	Sister S Bakery	Rubaga Division
164	Babirye Fatinah	BabiryeFatinah	Rubaga Division
165	Jennifer Nyamwija	MN Confectionary	Rubaga Division
166	Lynette Katusiime	Velvet Bakers	Rubaga Division
167	Janet Kazimoto	Mummy's cakes	Rubaga Division

Note: Bakeries with licenses in various Divisions have been considered once to avoid duplication

AppendixF: Table for Determining Sample Size from a Given Population

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	1000000	384

Note: N is population size; S is sample size **Source: Krejcie & Morgan 1970**